



ADMINISTRATIVE REPORT

Report Date: June 7, 2016
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Meeting Date: June 14, 2016

TO: Vancouver City Council

FROM: President and CEO of the Pacific National Exhibition; and
Director of Finance, City of Vancouver

SUBJECT: Playland Redevelopment Plan

RECOMMENDATION

- A. THAT Council approve in principle the proposed Playland Redevelopment Plan as outlined in this report, subject to report back on the outcomes of Recommendation B.
- B. THAT Council approve a budget of up to \$1.5 million for the next phase of work, including detailed design and costing, and a comprehensive implementation and funding strategy for the proposed Playland Redevelopment Plan. Funding for the \$1.5 million Capital Project Budget and Annual Expenditure Budget to be:
 - a. 2015-2018 Capital Plan for Entertainment & Exhibition Facilities, with funding from Capital from Revenue, to be replaced based on the final funding strategy and financing model once the full project is approved.
 - b. The 2016 expenditures to be managed within the City's 2016 Annual Capital Expenditure Budget.
- C. THAT Council receive for information the Playland Master Plan Report in Appendix B.

REPORT SUMMARY

In 2010, via the Hastings Park/Pacific National Exhibition (“PNE”) Master Plan, Council approved a new vision for Hastings Park as an accessible, world class attraction with enhanced public amenities for residents and tourists to enjoy. Redevelopment of Playland is an integral part of this vision.

The Playland Redevelopment Plan was commissioned by the City, with input and direction from the Hastings Park/PNE Steering Committee and PNE management. Economic analysis and preliminary planning and design were completed by leading industry specialists to formulate a 10-year redevelopment plan at an estimated cost of \$120 million, subject to further refinement as part of the next phase of work.

The PNE Board has endorsed the Playland Redevelopment Plan which, if adopted, would expand this regional amusement park from 15 acres to 22 acres, and transition it from an amusement park to a world class theme park with softer landscapes and added features to serve a greater number of patrons from Vancouver and across the region. As well, the proposed Plan would help advance a number of key Council priorities including the Greenest City Action Plan, Healthy City Strategy, Urban Forest Strategy, the Biodiversity Strategy, Transportation 2040 and Vancouver Economic Strategy.

Subject to Council approval, PNE management will proceed with the next phase of work including detailed design and costing, and report back with a comprehensive implementation and funding strategy for the Playland Redevelopment Plan.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

In December 2010, Council adopted the Hastings Park/PNE Master Plan, noting that implementation of the Plan was subject to future Capital Plans.

In August 2013, Council approved the implementation plan for a new governance structure for Hastings Park/PNE.

In June 2015, Council approved the new Hastings Park/PNE Governance Review and By-Law Update.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

Each year thousands of residents from throughout the lower mainland enjoy visits to Playland. For many these experiences are their only experience of an amusement park that they will ever have. By investing in Playland, the City will enhance this recreational opportunity for Metro Vancouver residents, contribute to greening the entire park, and will support the ongoing financial viability of the park. The initial \$1.5 million will enable the PNE and the City to ensure that a strong business and implementation plan supports the vision of the Hastings Park/PNE Master Plan.

REPORT

Background/Context

Hastings Park

Hastings Park is one of Vancouver's largest urban parks (165 acres) and draws visitors from across the region year round. It is a celebration site and social gathering spot that brings people together for both organized events and unorganized activities.

Since 1910, the PNE has hosted an annual Fair at Hastings Park and now operates Playland from April to October each year. In recent decades, a more comprehensive array of activities such as family shows, concerts, exhibitions, community events and cultural activities are hosted year round in the facilities on site, including the Pacific Coliseum, Forum, Agrodome, Garden Auditorium, Rollerland, PNE Amphitheatre, Livestock Building and numerous garden areas such as Momiji Gardens, Italian gardens and Sanctuary.

In 2010, after 5 years of public consultation, Council adopted the Hastings Park/PNE Master Plan which provides a roadmap for the renewal of Hastings Park and guides the capital investments needed to achieve the overall vision of the site as a multi-purpose destination for economic development, culture and entertainment, and as a park and public gathering space for both the local community and residents across the city and the region.

Since 2010, over \$12 million has been invested on green space and park access projects and \$7 million on facilities renewal and upgrades as part of the Hastings Park/PNE Master Plan:

- redevelopment of Creekway Park as a connection from Hastings Park to New Brighton Park
- addition of temporary greenways throughout Hastings Park to facilitate pedestrian and bike traffic and to ensure connectivity east/west throughout the park
- implementation of a new signage and identity plan to improve park identity and wayfinding for guests within the park
- redevelopment of Empire Fields and Plateau Park for community use and recreational space
- various facility improvements to ensure structural integrity and seismic readiness for key historic buildings



Creekway Park



Empire Fields



Plateau Park at Empire Fields



Identity, wayfinding and signage plan

In addition to the aforementioned projects, the Hastings Park/PNE Master Plan envisions a number of priority projects to be completed over the 25 year implementation including following:

- Playland redevelopment
- Heart of the Park (PNE Amphitheatre, Festival Plaza, and Livestock Barns)
- Daylighted stream through the site connecting the sanctuary to Burrard inlet
- Festival Meadows
- The Windermere Belvedere
- The Parade
- Gardens Garden
- Parking facilities in the racetrack

Playland redevelopment is at the top of the list as the potential increase in revenues is an essential part of the financial sustainability of the site. As park improvements are made, maintenance costs increase. Additional revenues are required to keep Hasting Park green, accessible and continually improving into the future.

Playland

Playland is a valued asset to the City and supports the City's mission "to create a great city of communities that cares about its people, its environment, and the opportunities to live, work, and prosper."

People: *Cultivate and sustain vibrant, creative, safe and caring communities for the wide diversity of individuals and families who live in, work in and visit Vancouver*

- 60% of Playland patrons are families with household income below \$70,000
- Many local and regional residents are not in a position to travel to theme parks in other regions, such as Disneyland
- Playland supports the Healthy City Strategy through its focus on providing accessible and affordable recreational activities, enabling active lifestyles and people connecting outdoors, and providing local healthy food options

Environment: *Protect and enhance Vancouver's climate, ecology, natural resources and connections to the city's remarkable natural setting for future generations*

- Playland is the economic engine for Hastings Park and its redevelopment will help fund the maintenance of the increased green space envisioned in the Hastings Park/PNE Master Plan
- The proposed Playland Redevelopment Plan supports a number of City sustainability initiatives including the Greenest City Action Plan and Urban Forestry Strategy

Prosperity: *Provide and enhance the services, infrastructure and conditions that sustain a healthy, diverse and resilient local economy*

- Playland has the potential to become a world class theme park, increasing both local and tourism visits, supporting the local economy and increasing jobs
- Playland redevelopment supports Vancouver's focus on the creative economy through addition of live performances and the opportunity to showcase cutting edge technical innovation in design and planning

Regional Attraction

Playland is a 15-acre amusement park that operates from the south east section of Hastings Park. It has a long history with its origins as part of the midway at the very first PNE Fair in 1910. In 1926, a permanent area opened at Hastings Park under the name Happyland. In 1958, Happyland was renamed Playland and moved to its current location.

Playland has evolved greatly over the decades. In recent years, Playland has seen steady and sustained growth in attendance and revenues, solidifying its position in the regional market. It is currently home to 38 rides and attractions as well as 20 games and 12 food and beverage outlets. Playland includes the historic landmark and thrill ride, the Wooden Rollercoaster, and contains a range of rides which cater to both a teen thrill ride audience as well as a family demographic. Playland is open for approximately 130 days per year from May through October (100 days for Playland, 15 days for the Fair, 15 days for Fright Nights), and hosts a variety of guest programs including special events, birthday parties, educational programs (Science of Fun) and end of year school programs. Each year, Playland entertains approximately 530,000 patrons throughout the season (310,000 Playland season, 140,000 Fair ride passes, 80,000 Fright Nights). While the Playland experience remains a summer rite of passage for most teens and families in the lower mainland, its future growth is limited given its current form and size.

Economic Driver

The PNE employs approximately 500 staff to operate Playland in positions that range from entry level service roles to highly skilled trades positions. Many of the jobs provide first employment opportunities for youth and individuals that may have barriers to employment.

Playland generates approximately \$20 million in annual revenue (\$11 million from Playland season, \$6 million from the Fair, \$3 million from Fright Nights), which is equivalent to about 40% of overall PNE revenues. It helps support many of the PNE's community programs, events and entertainment on site, and Hastings Park care and maintenance. As Hastings Park transforms under the Hastings Park/PNE Master Plan, increased Playland revenue will allow the PNE to remain financially sustainable while supporting on-going and increasing park care into the future.

Future Potential

Economic feasibility studies and research on both attractions and demographic trends indicates an opportunity for a larger theme park in the region and supports a business case for Playland's expansion. The proposed redevelopment has the potential to increase Playland attendance over 50% from approximately 530,000 to 815,000 guest riders annually, and double the annual revenues arising from increased attendance (50%), increased admission pricing (40%) and increased length of stay and on-site spending such as food, beverage and games (10%). As the projected increase in admission price mostly reflects forecast inflation, it is not expected to pose affordability challenges for local and regional patrons.

Strategic Analysis

Playland plays a key role in the new vision for Hastings Park as a premiere guest attraction within a vibrant new park. The Hastings Park/PNE Master Plan outlined the following high level design parameters that help shape the Playland redevelopment:

- expand from 15 acres to 22 acres
- transition from an amusement park to a theme park
- include softer landscapes, more green space and improved sustainability features
- move park entrance off of Hastings Street to allow for additional green space and bike/pedestrian connectors
- include more amenities for patrons to enjoy and maximize the park's regional reach

In 2011, the City commissioned Forrec, a leading theme park entertainment design specialist, to lead the Playland Redevelopment Plan and design layout. Forrec has worked on six of the top ten theme parks in the world and major projects include Universal Studios, Legoland, Dollywood, and Six Flags Entertainment. As part of the engagement, Forrec teamed up with the following industry specialists to deliver different components of work.

- Proforma Advisors - economic modelling, financial feasibility and planning parameters
- BTY Group - risk and cost management
- HB Lanarc - sustainability recommendations and plans

Economic Analysis

Economic and financial feasibility studies support an expanded theme park in this region. ProForma Advisors completed an in-depth assessment within the local, regional and national landscape, and identified four key market segments for Playland: Primary 1 (within 30 minutes of park), Primary 2 (within 60 minutes of park), Secondary 1 (within 120 minutes of park within Canada), Secondary 2 (within 120 minutes of park from USA, Seattle sprawl region). These market segments are determined using travel time by Statistical Health District Areas and shape the markets that Playland will serve.

Their research showed that the primary and secondary markets for Playland are expected to grow in population from 4.53 million to 5.18 million by 2020 (annual compound growth rate ranging from 1.0% to 3.3% specific to each region) resulting in a broader base of guests that will be able to experience this new theme park in the future. Primary 1 market is growing faster than the Province as a whole and has a higher ratio of population in the 20-24, 25-34 and 35 - 44 age groups. The Primary 2 market has a higher ratio of population in the 0-8, 9-14, 15-19 and 20-24 age groups, all of which are key demographics for Playland. In addition to this significant local opportunity, 8.2 million overnight visitors come to the region each year

with more than 50% of those visits taking place during Playland's operating season. This provides additional opportunity to showcase a vibrant new theme park and tourism destination.

Research also showed that within Metro Vancouver (most of the primary and secondary markets), GDP and income have generally increased, population in the region continues to grow, economic conditions remain solid, and employment rates have seen an average increase of 1.9% across industries over the past decade. These market conditions support the business case for expanding Playland.

National references were also considered in the market analysis (LaRonde and Canada's Wonderland) and provide reasonable framework for understanding the market potential for Playland. They have similar market context conditions such as climate (seasonal operation) and pricing and they are in dense urban locations with skews toward the Primary 1 market. These references point to Metro Vancouver being able to support a much larger attendance given the scale and quality of the proposed redevelopment. Applying average penetration rates from national benchmarks, theoretical market demand could increase from the current level of 530,000 guests per year on average to over 1.4 million guests per year. Without redevelopment, Playland would be unable meet this opportunity.

In summary, the economic studies identified key strengths that support Playland's ability to meet its full potential through redevelopment as follows:

- scale of local population affords ample market size
- strong projected economic growth for region
- well known existing location and access patterns, integrated into the urban fabric of the City with excellent access via Highway 1
- integration with Hastings Park facilities provides shared infrastructure and joint usage benefits (picnic areas or extended special events)
- long history of successful operations and high market awareness

Based on Forecc and Proforma Advisors' forecast, once redevelopment is complete, attendance for Playland regular season, Fair ride passes and Fright Nights has the potential to grow from approximately 530,000 to 815,000 guest riders annually while revenues has the potential to grow from \$19.5 million to over \$40 million per year resulting from increased attendance, higher onsite spending due to increased length of stay, and reasonable growth in ticket prices.

Proposed Playland Redevelopment Plan

The proposed redevelopment contemplates a transition from a traditional amusement park to a theme park. Amusement parks tend to be hardscape, concrete with a focus on rides and games, whereas theme parks incorporate themed zones to diversify the experience and increase length of stay. They include more green space and passive areas and include themed entertainment. They are able to target a wider audience of guests and areas can be re-themed to keep the park constantly fresh resulting in increased attendance, longer length of stay and higher spending on site.

The proposed redevelopment envisions the creation of several (5-7) distinct themed zones, each offering a unique experience with rides, games, food and beverage and entertainment. Further design work is required to finalize the specific zone themes, examples discussed include Park, Fisherman's Wharf, and Forest Adventures.

It is anticipated that redevelopment would span 10 years in two overlapping phases:

Phase A (years 1-5) - focus on enhancing the current footprint of Playland

Phase B (years 3-10) - focus on expansion north of the park while retracting slightly from Hastings Street allowing for an east-west greenway to connect the recently completed Empire Fields with the future Festival Meadows, Garden's Garden and Heart of the Park and; and more infrastructure and theming elements

The proposed redevelopment would achieve the following objectives:

Accessibility - improve local recreational and entertainment options and provide access to an affordable regional theme park for residents with limited means to travel to larger theme park destinations such as Disneyland

Opportunity - need for growth and opportunity to reinvest before Playland loses market share

Economic - add approximately 200 part time, seasonal and year round jobs including critically important first jobs and highly skilled trades

Financial sustainability - increase revenue to enable Hastings Park to remain financially sustainable and fund Hastings Park maintenance into the future

Greening - revitalize Hastings Park and supports Greenest City Action Plan, Healthy City Strategy and Urban Forest Strategy

Feasibility - ability to repay the 10-year investment and remain financially sustainable over the long term

In addition to the above, the proposed redevelopment helps advance a number of key planning directions outlined in the Hastings Park/PNE Master Plan:

Sustainability

- improved energy efficient for on-site tools and equipment
- building retrofits and new metering systems
- high efficiency fixtures and utilities
- innovative and high efficiency ride design
- improved waste diversion rates
- lower ecological footprint

Green Space & Urban Forest Strategy

- increased green space from 15 acres to 22 acres with more passive areas
- increased landscape design
- increased canopy cover
- 300% increase in pervious ground cover from 11,000 to 35,000 square meters
- provision of surface storage wetland in themed zones to treat runoff
- a storm water reclamation system connecting into the Hastings Park daylighted stream

Healthy City Strategy

- locally sourced food
- increased use of recyclable and compostable products
- accessible design
- more access to tap water throughout the park
- introduction of people-powered participatory attractions

Transportation 2040/Connections and Greenways

- relocation of the entrance to Playland off of Hastings Street to allow for new east/west greenways and pedestrian/bike connections along Hastings Street
- improved and expanded bicycle and pedestrian access to support higher levels of bike transport to/from the park

Heritage

- retention of the wooden roller coaster in its current location to preserve its classic and landmark status on site

Tourism

- be a global leader in visitor experiences and improve the region's tourism content

Vancouver Economic Strategy

- support creative economy and showcase technical innovation in design and planning

Implications/Related Issues/Risk (if applicable)

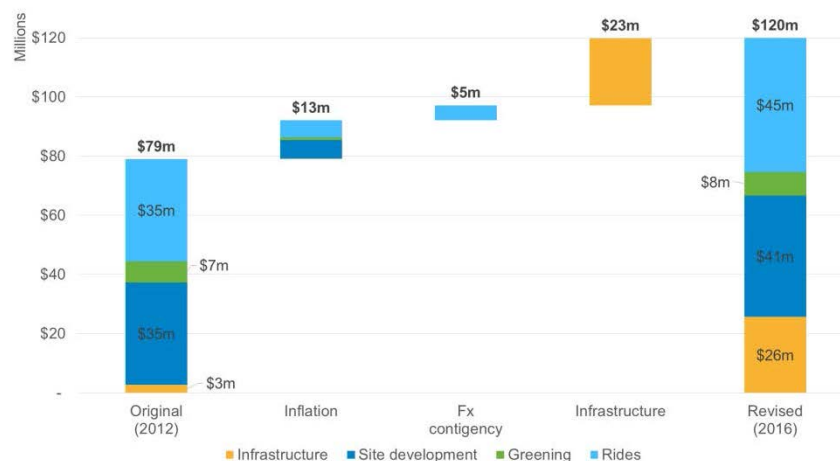
Financial

The preliminary cost estimate of the proposed Playland Redevelopment Plan is approximately \$120 million (2016\$), which includes:

- site redevelopment - \$41 million
- infrastructure renewal & upgrades - \$26 million
- site greening - \$8 million
- rides and attractions - \$45 million

The Playland Master Plan Report by Forrec (Appendix B) recommended a redevelopment plan of \$79 million (2012\$), including \$3 million for infrastructure renewal and upgrades. Subsequently, the 2015 Hastings Park Infrastructure Study indicated that an additional \$23 million of infrastructure investment may be required within the Playland grounds.

The following chart summarizes the key adjustments made to update the cost estimates from 2012 to 2016, incorporating the additional infrastructure requirements, inflation and impact from depreciation of the Canadian dollar.



It is anticipated that the proposed Playland Redevelopment Plan would span 10 years in two overlapping phases. Phase A (years 1-5) would focus on enhancing the current footprint of Playland and Phase B (years 3-10) would focus on expansion north of its current footprint and include more infrastructure and theming elements. The proposed redevelopment is expected to bring in higher revenue to enable repayment of the 10-year investment over time and support higher maintenance needs for the increased green space and other improvements envisioned in the Hastings Park/PNE Master Plan.

It is anticipated that the proposed redevelopment would be financed internally by the City and be repaid through future revenues. This could be accomplished in a number of ways, including 100% internal financing (interest bearing) or a combination of internal financing (interest bearing) and capital investment (with future dividend payout). The following two funding options are presented for illustrative purposes to determine the potential peak loan balance and repayment term.

- Funding Option 1: Playland Redevelopment Plan \$120 million to be 100% financed by the City
- Funding Option 2: Playland Redevelopment Plan to be partially financed by the City (\$90 million) and partially funded through the Capital Plan (\$30 million infrastructure renewal and upgrades)

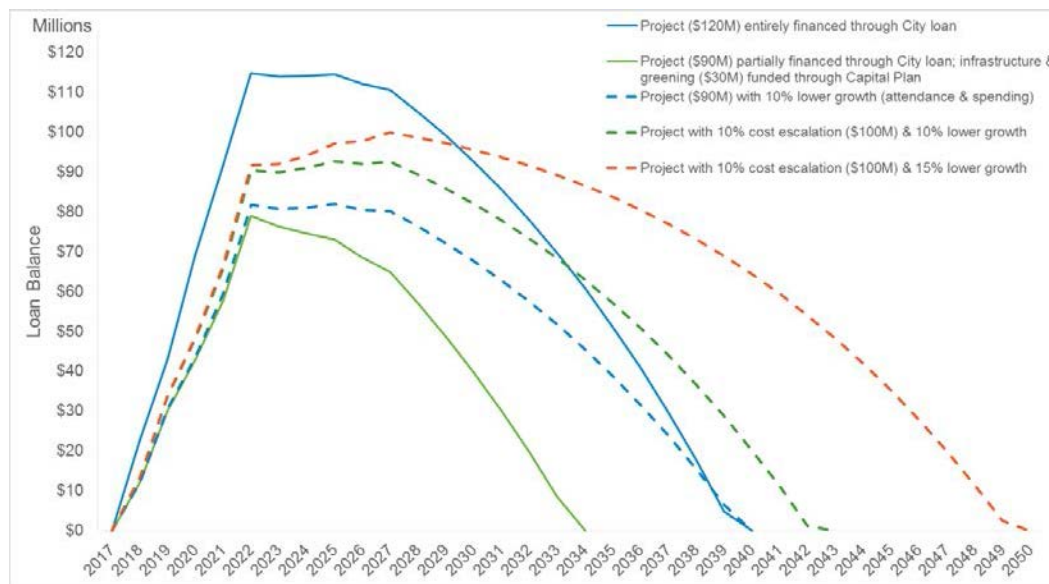
Playland's ability to repay the internal loan could be impacted by a number of variables in both construction and operational phases.

- During construction - higher than anticipated capital expenditures and/or longer implementation timeline will increase debt financing requirements and delay full loan repayment.
- During operation - lower than anticipated revenues (due to lower attendance and/or spending) and higher than anticipated operating costs (for Playland and/or Hastings Park/PNE Master Plan) will reduce debt servicing capacity and delay full loan repayment.

To demonstrate the potential impact of the above risks, the following scenarios have been further considered under Funding Option 2:

- Scenario a: 10% lower revenue growth
- Scenario b: 10% higher capital expenditure AND 10% lower revenue growth
- Scenario c: 10% higher capital expenditure AND 15% lower revenue growth

As shown in the following chart, the peak loan balance could range from \$79 million (Funding Option 2) to \$115 million (Funding Option 1) and the City loan could be repaid between 17 years (Funding Option 2) to 33 years (Funding Option 2 Scenario c), all subject to final financing/funding arrangements and terms, capital expenditures and future operating results.



The proposed Playland Redevelopment Plan contains high level design parameters with both construction and operating pro forma subject to further refinement as the project progresses to the next phase. Staff recommends that Council approve a new capital project budget of up to \$1.5 million to enable the next phase of work which includes the development of detailed design and costing, and a comprehensive implementation plan and funding strategy. Funding for this work to be from the 2015-2018 Capital Plan for Entertainment & Exhibition Facilities, with funding from Capital from Revenue, to be replaced based on the final funding strategy and financing model. The annual expenditures are to be managed within the 2016 Annual Capital Expenditure Budget. Subject to the outcome of this work, any future financing and/or funding requirements will be considered as part of regular capital planning and budgeting processes.

Human Resources/Labour Relations

Playland currently employs approximately 500 part time, seasonal and year round staff. As the largest single-site employer of youth in BC, the PNE prides itself on providing jobs of various skill levels, training and opportunities for advancement. Employees of Playland are members of CUPE local 1004. The proposed Playland Redevelopment Plan would add approximately 200 additional job opportunities.

Environmental

The proposed Playland Redevelopment Plan helps advance a number of Council sustainability priorities such as the Greenest City Action Plan, Healthy City Strategy, Urban Forest Strategy and Transportation 2040. Many aspects of sustainability and environmental impact were considered in planning with provisions for improvements in:

- Amount of green space
- Access to fresh water, shade and passive areas
- Improved storm water capture
- Increased habitat

- Increased pervious ground cover
- Increased canopy cover
- Local, healthier food options

The full open space report for the Hastings Park/PNE Master Plan can be found online at <http://vancouver.ca/pnepark/pdf/masterplan/openspaceanalysis.pdf>

Legal

There are no legal issues related to this project.

CONCLUSION

The proposed Playland Redevelopment Plan will transform the City's amusement park to a world class theme park to serve a greater number of patrons from Vancouver and across the region, and helps advance a number of key Council priorities including Greenest City Action Plan, Healthy City Strategy, Urban Forest Strategy, the Biodiversity Strategy, Transportation 2040 and Vancouver Economic Strategy.

Subject to Council approval, PNE management will proceed with the next phase of work including detailed design and costing, and report back with a comprehensive implementation and funding strategy for the Playland Redevelopment Plan.

* * * * *

BACKGROUND

Hastings Park was granted to the City of Vancouver by the Province of British Columbia in 1889 as part of the Hastings Park Trust. It is one of Vancouver's largest urban parks at approximately 165 acres and draws visitors from across the region. Hastings Park is a community, city wide and regional asset and year-round destination. It is a celebration site and social gathering spot that brings people together for both organized events and unorganized activities.

Since 1910, the PNE has hosted an annual Fair at Hastings Park and now operates Playland amusement park from April to October each year. In recent decades, the mandate of the PNE and Hastings Park has expanded to include a more comprehensive array of activities and year round use of venues throughout the site. This activity not only contributes to the PNE's \$145M economic impact on the region (Panell Kerr Forrester 2002) but also contributes to the creative economy through year-round family shows, concerts, exhibitions, community events and cultural activities. Year round activities take place using a number of buildings and assets on site including the Pacific Coliseum, Forum, Agrodome, Garden Auditorium, Rollerland, PNE Amphitheatre, Livestock Building and numerous garden areas such as centre grounds and the specialized Momiji Gardens, Italian gardens and Sanctuary. The PNE is also responsible for park care and facility maintenance year round.

For the 30 years between 1973 and 2003, the PNE was owned by the Province of British Columbia and operated as a BC Provincial Crown Corporation. Ownership and management of the PNE was transferred from the Province to the City of Vancouver effective January 1, 2004 and the PNE currently remains a non-profit wholly-owned subsidiary of the City of Vancouver. The PNE manages and operates Hastings Park on behalf of the City, with the exceptions of the racetrack which is operated through a lease with the City by the Great Canadian Gaming Corporation, Empire Fields and the Hastings community centre space which are operated by the Park Board on behalf of the City and the Ecomm 911 emergency centre operated by Ecomm.

City of Vancouver Ownership

Once ownership was transferred from the Province of BC to the City of Vancouver in 2004, the City undertook a series of extensive planning processes to determine the future of Hastings Park and the model under which it would be governed.

In December 2010, after 5 years of public consultation, City Council adopted the Hastings Park/PNE Master Plan (the Master Plan). The Master Plan is a roadmap for the renewal of Hastings Park, which guides the capital investments needed to align with the overall vision of the site as a multi-purpose destination for economic development, culture and entertainment, and as a park and public gathering space for both the local community and residents across the city and the region. It is a 25 year, \$200 - \$300M plan (in 2010 dollars).

As part of the adoption of the Master Plan, Council also directed staff to undertake a governance review of Hastings Park/PNE. After 3 years of study and public consultation, in August 2013, City Council approved a new governance structure under the authority of a new PNE/Hastings Park Board and outlined the Board's mandate to provide policy direction for the multi-faceted activities at Hastings Park as well as oversight for the implementation of the Council-approved Hastings Park/PNE Master Plan. The PNE/Hastings Park Board is a Council-appointed Board of Directors. The Board Chair is a City Council representative, Vice Chair is GM of Vancouver Board of Parks and Recreation and remaining 7 members are a combination of senior CoV staff and non-City directors from a variety of industries and community interests. An 8 member Community Advisory Group was also instituted to ensure open, transparent communication between the PNE and members of the local and city-wide community.

The Hastings Park/PNE Multi-Party Operations Policy (MPOP) was also developed as an outcome of the implementation of the Hastings Park/PNE Governance Review. The MPOP defines the roles, responsibilities and accountabilities for all operational aspects of Hastings Park and the implementation of the Master Plan. The City of Vancouver, the Vancouver Board of Parks and Recreation and the PNE are parties to the MPOP.

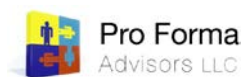


Playland Master Plan

Final Report

October, 2013

Consultants:

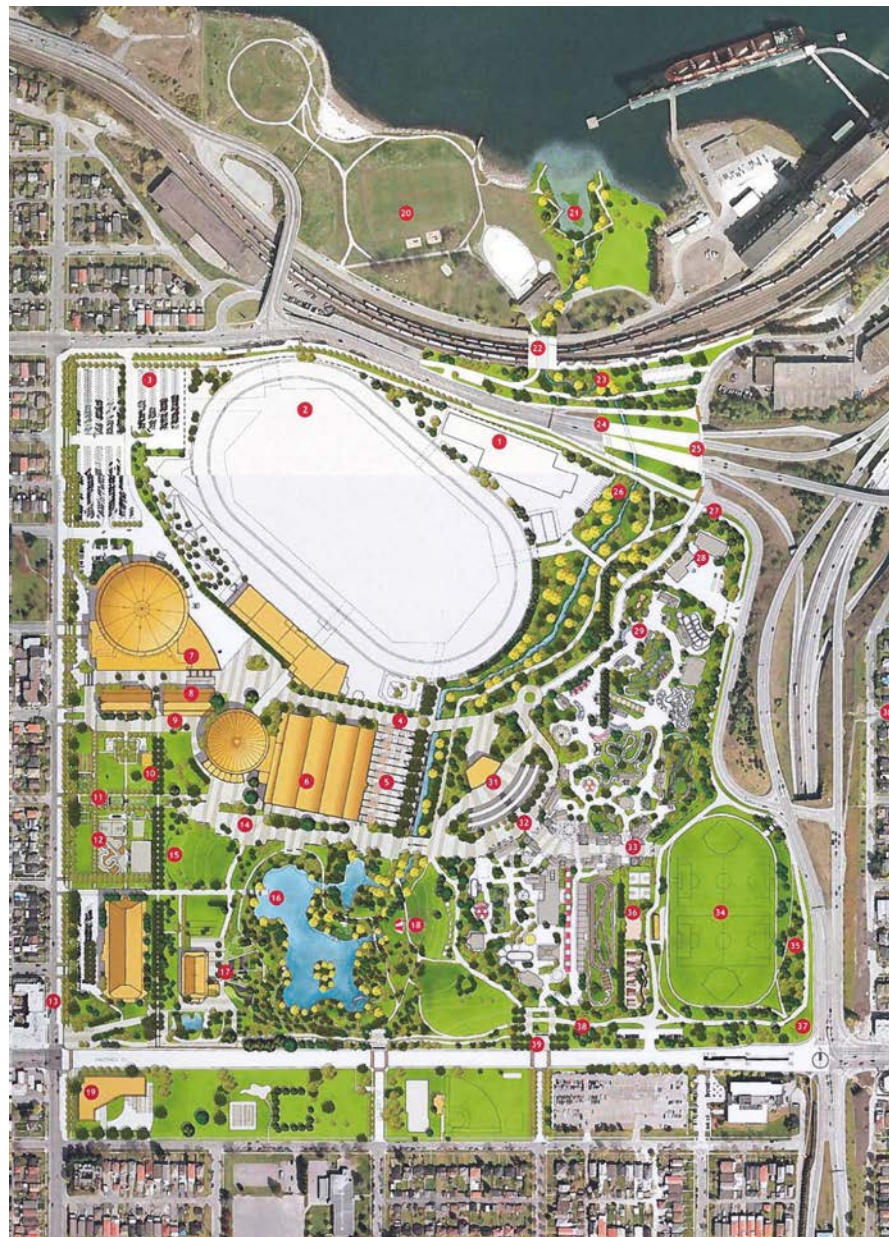


Presentation Overview

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Vision

Create a Fair in a Park – a significantly greener and more publicly accessible Hastings park which renews Vancouver’s historic annual fair and amusement park, while ensuring economic vitality and long-term sustainability.



Guiding Principles

- 1) Primary economic driver for Hastings Park
- 2) Increase environmental sustainability
- 3) Deliver Community Objectives; park space, accessibility, light mitigation
- 4) Playland attraction value and capacity is always as strong as at present, never less.
- 5) Consistent the Hastings Park vision
- 6) Be Competitive in the regional market

Review and Analysis



Review/Analysis

Vision

Create a Fair in a Park – a significantly greener and more publicly accessible Hastings park which renews Vancouver's historic annual fair and amusement park, while ensuring economic vitality and long-term sustainability.

Goals and Objectives

The expansion of Playland is predicated on two goals (Playland section 4.5)

- 1) To expand in order to permit greening within Playland itself without displacement of program capacity.
- 2) To permit expansion to respond to market potential. Permanent expansion will also satisfy Fair period demand, with the goal to eliminate the need for temporary rides.



Review/Analysis

Constraints

1. Current attractions area lacks identity and green space
2. Existing ride program is outside future Playland boundary
3. Steep grades to consider when expanding north
4. Current entrance is disconnected from other PNE amenities
5. Barns need to be removed
6. Metro Vancouver Trunk Sewer line impacts expansion area



Review/Analysis

Existing Facility Analysis - Opportunities

- Selected rides and buildings will be kept
- Existing buildings may be repurposed and retro fitted

Corkscrew Coaster (4500 sqm)

Existing Building (850 sqm)

Maintenance Building (600 sqm)

Atmosfear

Multi-Purpose Building (1200 sqm)

Hellevator

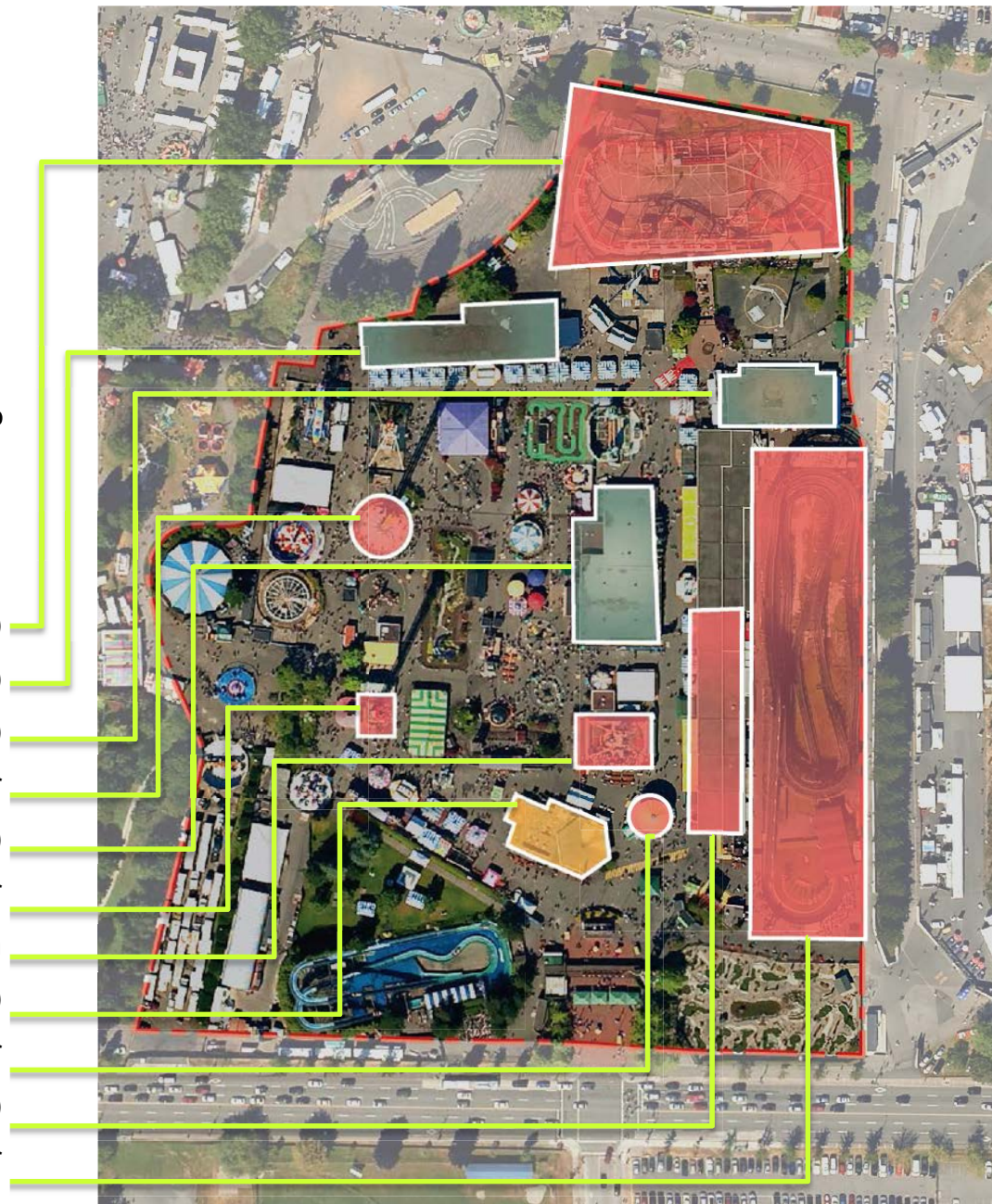
Crazy Beach

Food Buildings (500 sqm)

Wave Swinger

Midway (1400 sqm)

Wooden Coaster



Planning



Planning Diagram

-  Future Orientation Plaza
Playland Entry
-  Current Playland Entry
Icon Gateway
-  Temporary Entry
During Fair and Fright Night
-  Connection to Greenway Park
-  Miller Drive
-  Connection to Parking
-  Shuttle Drop-off
-  Daylighted Stream
-  Primary Entry Nodes
-  Playland Circulation
-  Primary Pedestrian Paths
- Pedestrian Cross Walks
- Transit Station
- Playland Boundary



Planning Diagram

-  Future Orientation Plaza
Playland Entry
-  Current Playland Entry
Icon Gateway
-  Temporary Entry
During Fair and Fright Night
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-  Pedestrian Cross Walks
-  Transit Station
-  Playland Boundary



Preliminary Planning

Phasing Plan

Phase A Objectives

- Major greening & improvement of current Playland
- Provide temporary BOH facilities
- New major attraction

— Current Playland Boundary



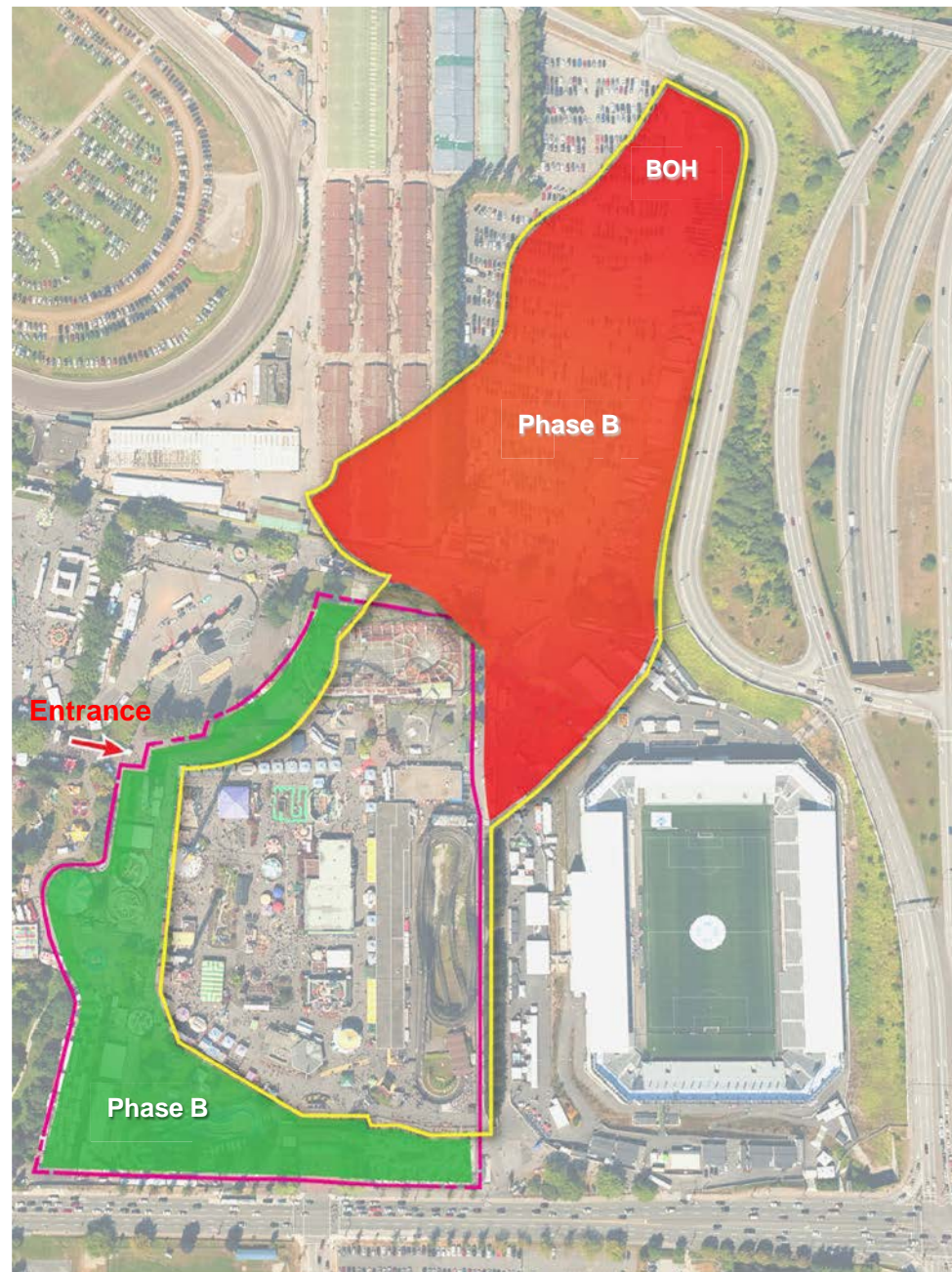
Preliminary Planning

Phasing Plan

Phase B Objectives

- Construction of Festive Meadow and Greenway
- Expand Playland to the north
- Relocate new entrance of Playland
- Begin construction of east-west corridor
- Permanent BOH, admin and maintenance

- Current Playland Boundary
- Future Playland Boundary



Preliminary Planning Phasing Plan

Future Expansion Objectives

- Infill expansion areas
- Replace existing older rides
- Expansion area to the north

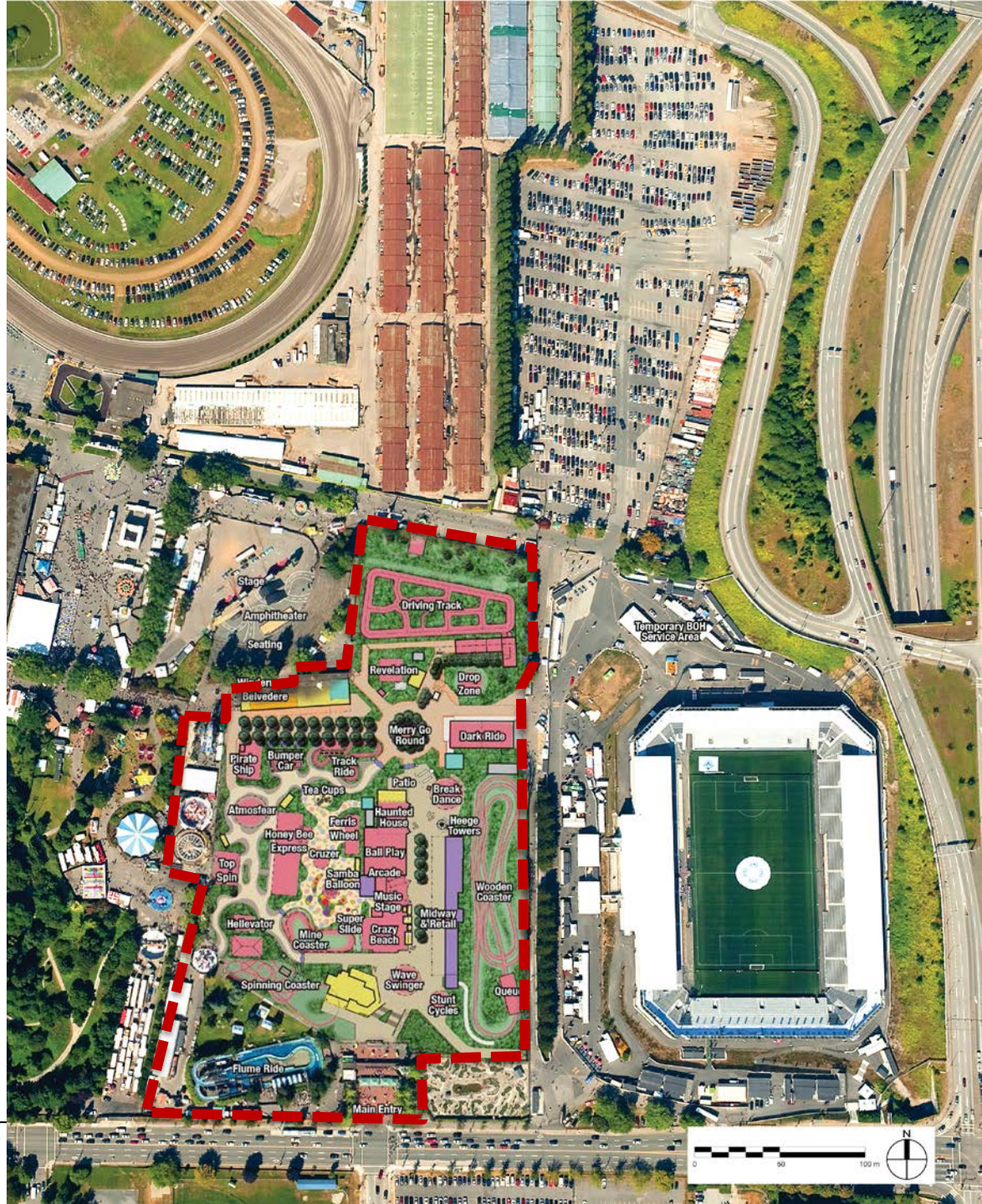
— Current Playland Boundary
— Future Playland Boundary



Preliminary Planning

Master Plan – Phase A

-  Rides & Attractions
-  Shows
-  Food & Beverages
-  Games & Retail
-  Restrooms
-  Guest Services



Preliminary Planning

Master Plan – Phase B

- Rides & Attractions
- Shows
- Food & Beverages
- Games & Retail
- Restrooms
- Guest Services



Phase A



Phase B



Sustainability



Greenest City Action Plan: Playland

Key Linkages to GCAP

Clean Water (quality and consumption) – reduce per capita consumption by 33% over 2006 levels. Require water metering. Expand public access to drinking water.

Climate Leadership - reduce GHG by 33% from 2007 levels. Explore low-carbon energy systems.

Green Transportation - make majority of trips (50%) on foot, bicycle and public transit.

Access to Nature – ensure five minute walk access to park, greenway or nature, plant 150,000 additional trees, green Hastings Park.

Local Food – local food procurement plan.

Zero Waste – reduce total solid waste going to landfill or incinerator by 50% from 2008 levels.

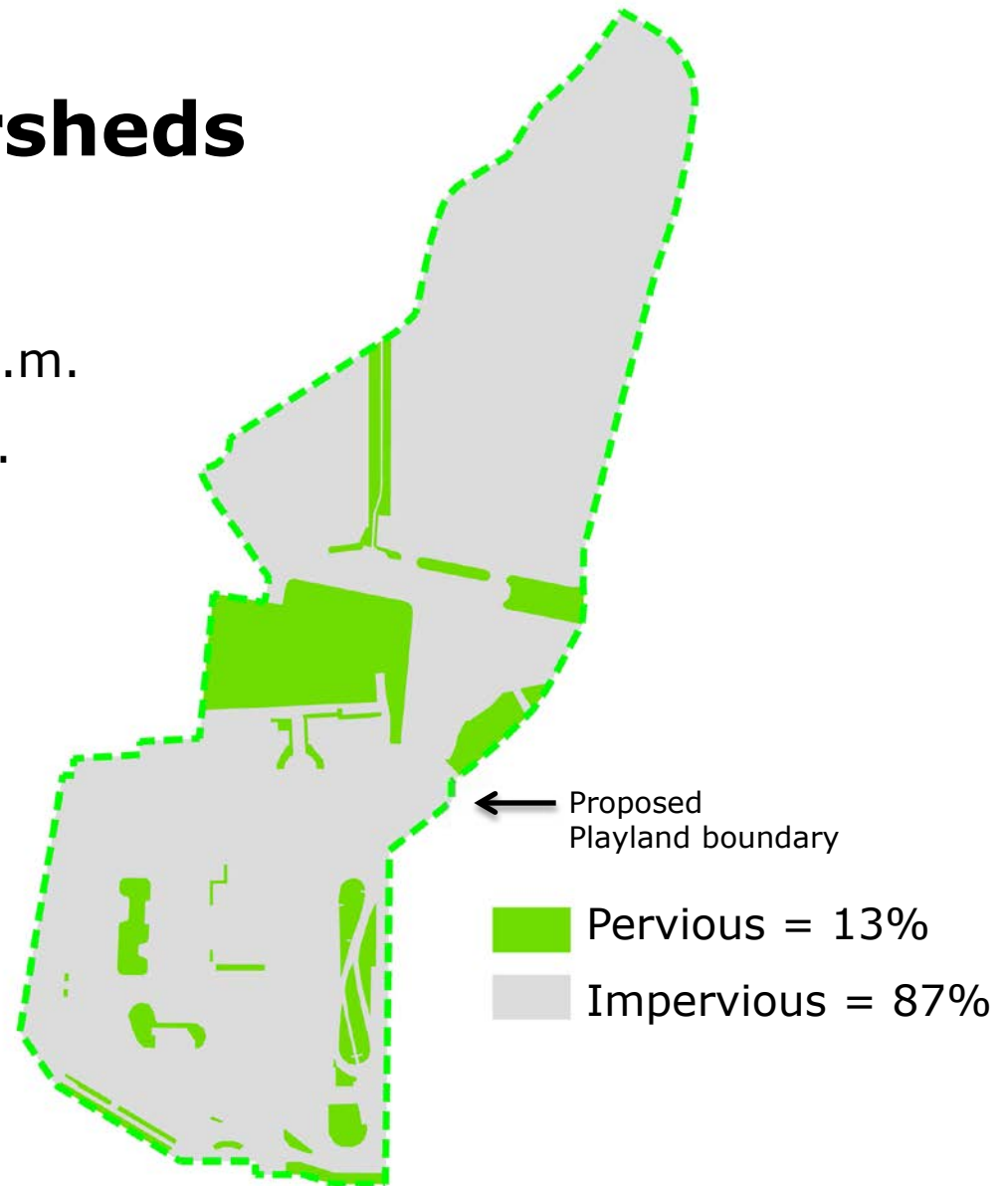
Water and Watersheds

Total Area = 89,918 sq.m.

Impervious Area = 78,222 sq.m.

Pervious Area = 11,696 sq.m.

Existing Conditions



Water and Watersheds

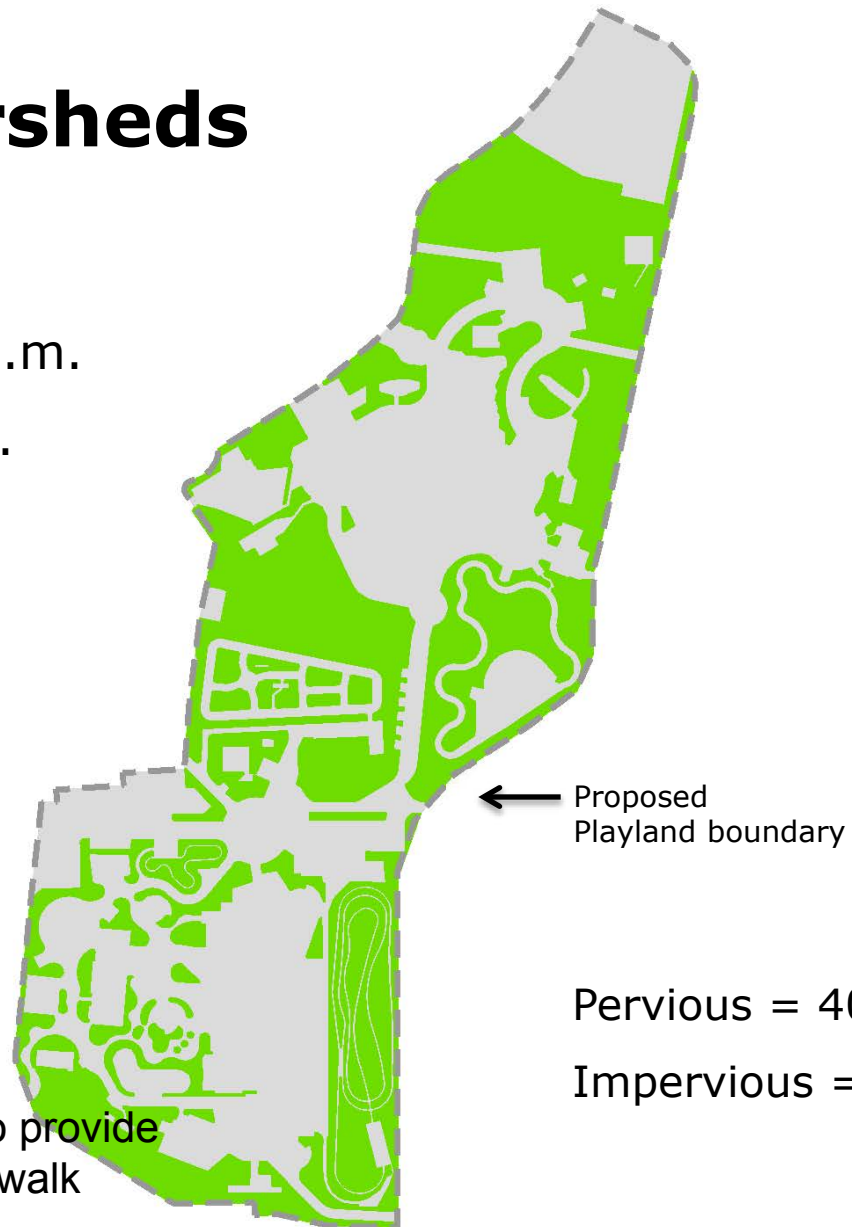
Total Area = 89,918 sq.m.

Impervious Area = 54,283 sq.m.

Pervious Area = 35,635 sq.m.

**Proposed
Conditions** – a 300%
increase in pervious area

Increased drinking water fountains to provide
options – within 200m or 2.5 minute walk

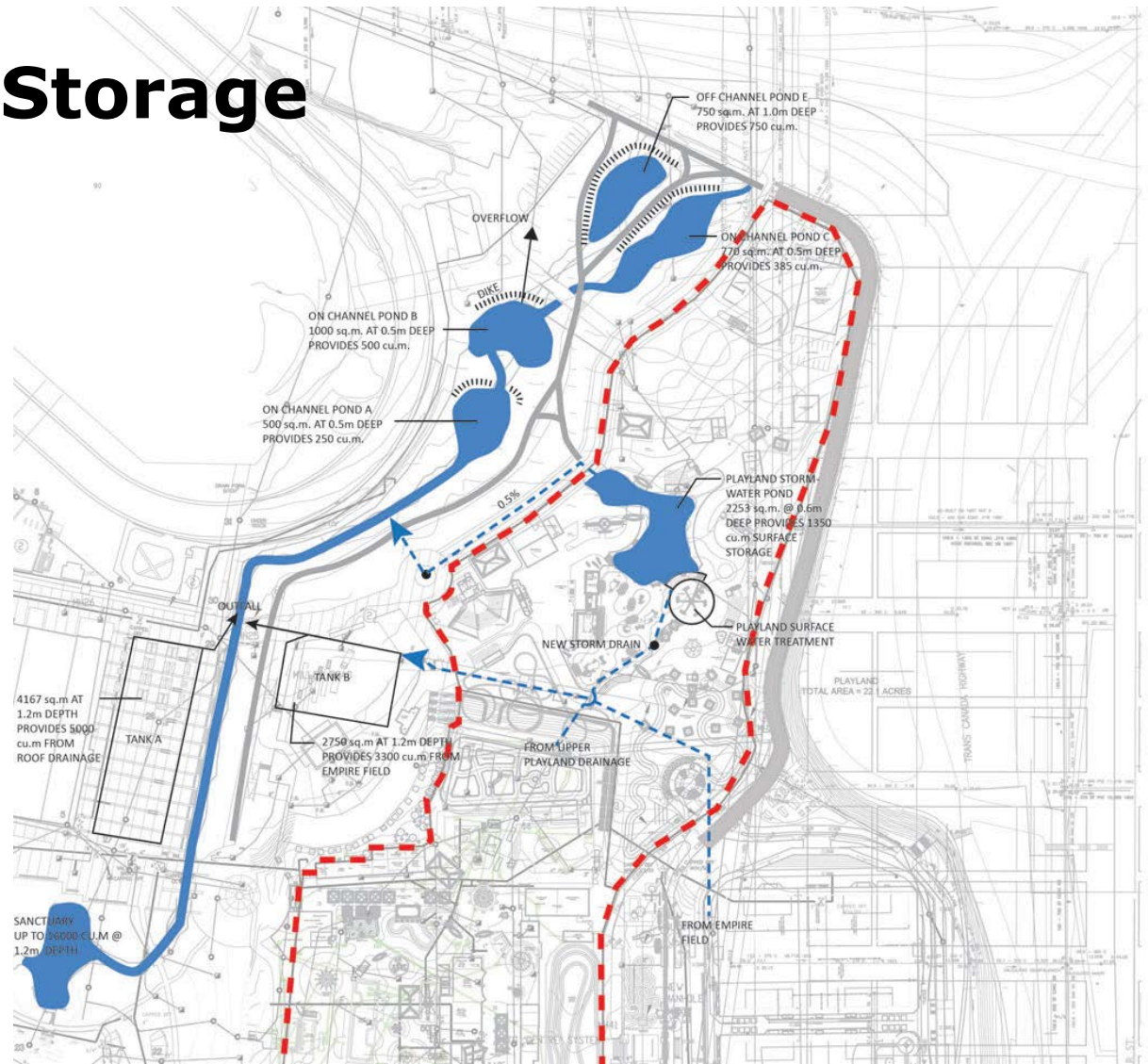


Drainage & Storage

Potential surface or underground tank locations for storage of rainfall to support the daylighted stream through dry months.

A surface storage wetland would treat Playland runoff.

Most other water storage would occur outside Playland.



Sustainability Strategies- Energy



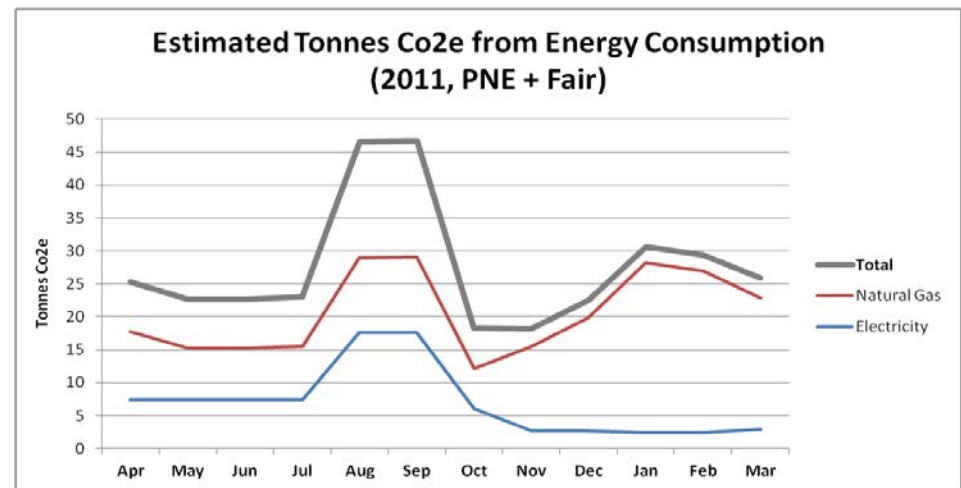
Electricity and Natural Gas

In 2011, \$275,000 spent on electricity and natural gas (PNE total)

= 330 tonnes GHGs

Playland's energy mainly electric (rides) – most GHGs from Natural Gas (PNE)

Electricity price likely to increase 50% by 2020



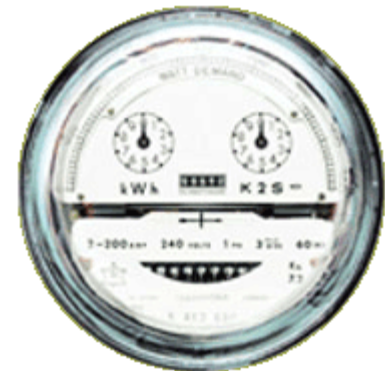
Sustainability Strategies- Energy

Strategy 1. Energy Efficiency Policy & Procurement

Metering – spot and stop leakage

Energy Studies - Audit & Lighting Strategy

Incorporate energy efficiency into procurement policies (especially rides and buildings)



Sustainability Strategies- Energy

Strategy 2. Vendor Relations

Information materials and outreach

Metering and energy use feedback

Bulk purchasing and resale of efficient energy for vendors



Sustainability Strategies- Energy

Strategy 3. Renewable Energy Demo Projects: As well as traditional rides, consider integration of features that demonstrate renewable energy.

Caceres, Spain



Sustainability Strategies- Waste



Introduction

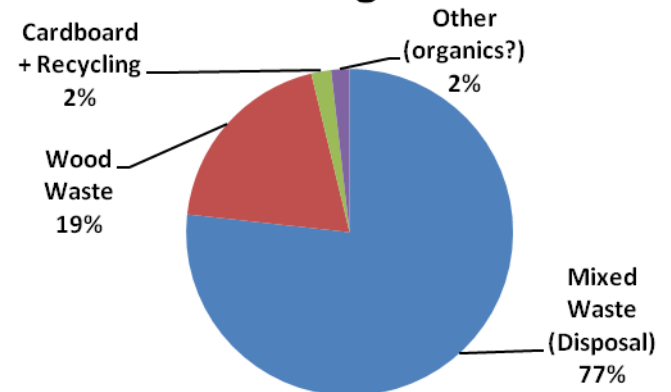
Limited data available

~350 tonnes of waste and recycling annually in 2011 (Playland)

>125 tonnes GHGs from landfilled waste

Sources	Types
Construction & Demolition	Includes existing sites, buildings, rides and equipment. Concrete, metal, wood, etc.
Food and Beverages from Vendors	Food scraps; paper and plastic drink containers; food containers
Operations waste	Supplies, packaging, oil runoff, or outdated tools

2011 - Materials Composition Estimate by Weight




Sustainability Strategies- Waste



Change procurement practices — consider ride re-use, assign value to recycled content, and require innovative waste diversion from contractors

Vendor Zero Waste — Agreement with Vendors; bulk purchasing/re-selling; cup rentals

Operations & Infrastructure

- Waste audit and internal tracking
- Encourage paperless tickets 
- Improve on-site equipment (collection and processing)



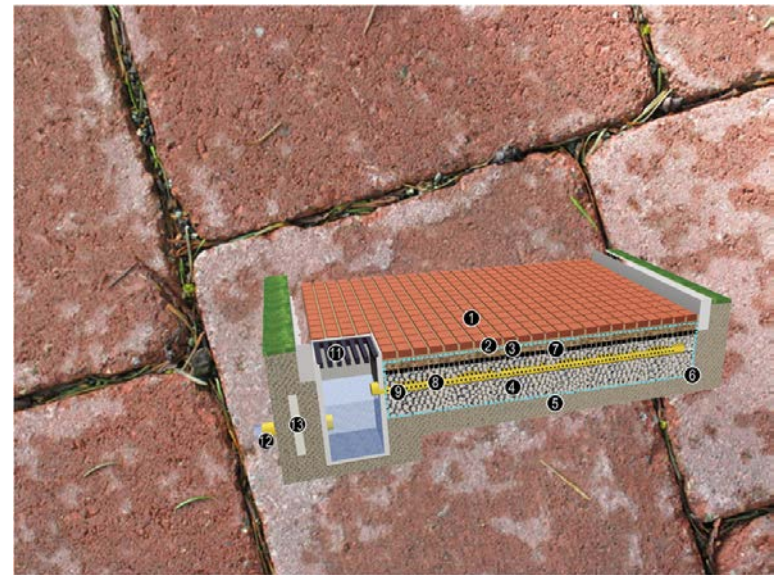
Sustainability Challenge Fund

Most recommendations reflect 'Current Best Practice'.

Playland is an excellent 'demonstration site' to market new technologies. As encouragement to vendors:

Establish procurement policy that removes barriers to qualifying innovations - allow vendors to demonstrate innovation if they will supply at the same price point as standard construction.

Consider a 'challenge fund' as a matching incentive for demonstrations that meet criteria for high value.



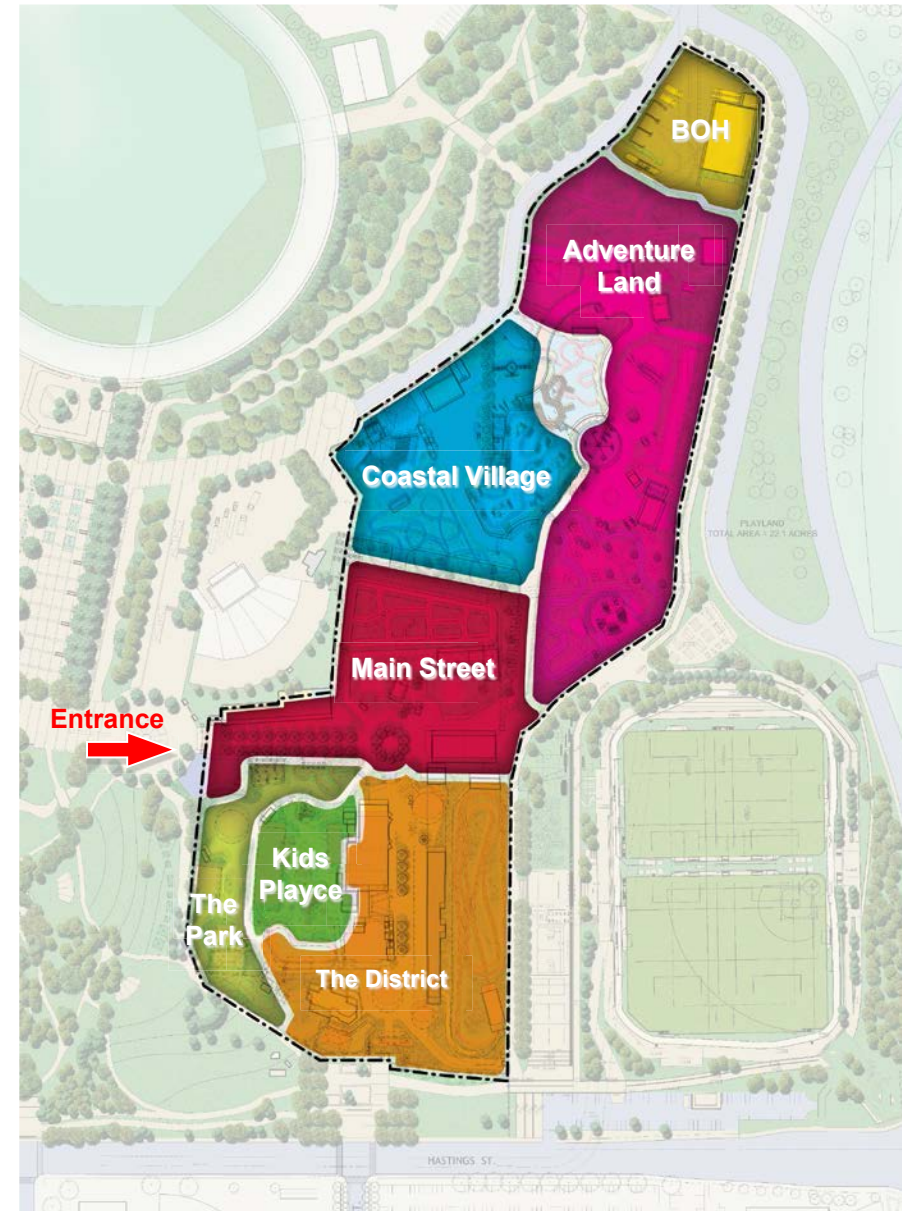
Pervious Paving

Creative Concept



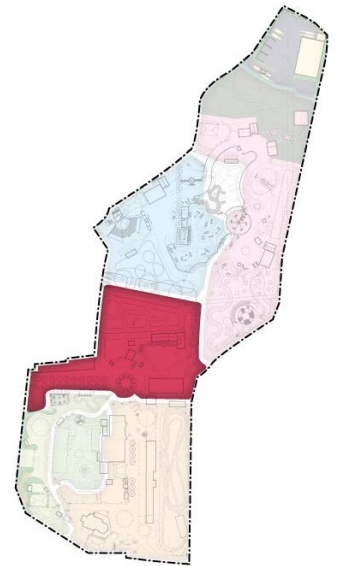
Preliminary Planning

Theme Zone Plan



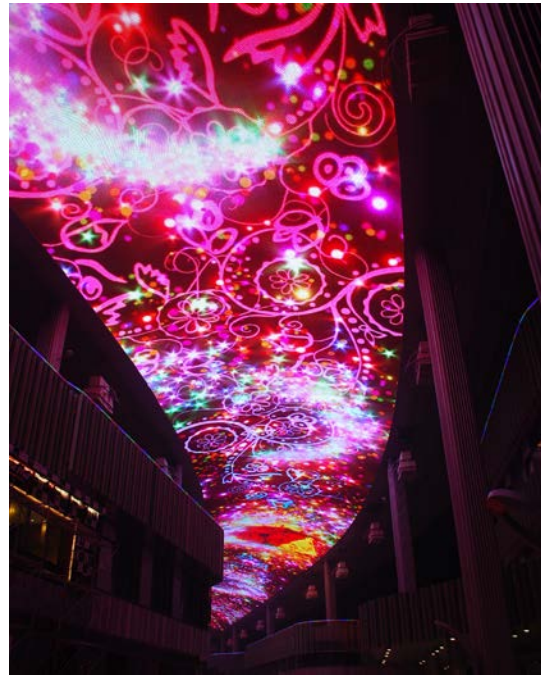
Theme Zone Phase A – Main Street

Main Street is the **new entrance** to Playland, A pedestrian promenade functioning as an orientation space, flanked with **food, patios, retail and games**. Centrally located in the middle of the park, guest circulation from Main Street to the existing south parcel and north expansion is smooth and convenient. The **contemporary west coast architectural style** delivers a clean, simple and timeless appeal. Existing buildings are retrofit with new program for guest services, and facades are clad with **natural materials of wood and stone**. The architecture may integrate elements including wind turbines, solar panels, and outstretched shade canopies, reinforcing the objectives to **achieve the Greenest City Goals**. Anchoring the end of this street is the carousel, a classic theme park ride reminiscent of historic Playland.



Theme Zone Phase A – Main Street

Reference Images

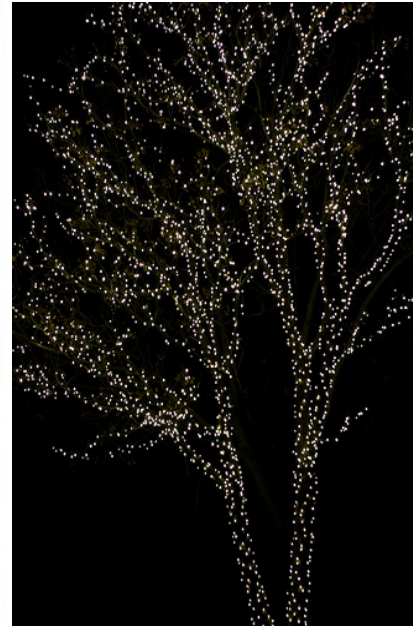








Theme Zone Phase A – Main Street



Theme Zone Phase A – The Park

Lush green space, large **leafy trees** and ornately designed **flower beds** define this area, weaving around the variety of new and existing attractions. The setting literally conjures up the vision of “**A fair in a Park**”. The Park offers **comfortable passive space** to enjoy a casual meal or take a break and enjoy the many sights and sounds of the surroundings. Rich landscape with **curving seat walls**, shaded **trellises**, **fountains**, and casual **performances** animate the plaza spaces and delight the guests. This zone is an escape from the themed environments, where guests enjoy the park surroundings visually integrated with **Festival Meadows**.



Theme Zone Phase A – The Park

Reference Images









Theme Zone Phase A – The Park



Theme Zone Phase A – Kids Playce

Like an art exhibit of **oversized objects**, Kid's Playce brings **life and art** together transforming the landscape into a **wonderland**. This will continue to be a special zone within Playland catering to the younger demographic. Decorated with bright **colours**, and geometric **shapes**, the thematic character of this zone will expand upon the existing **Kids Playce** branding and logo. The physical planning allows for a **safe**, controlled environment with the potential for independent functions and venues, without disruption to the rest of Playland. **Imagination, creativity, and youthful celebration** continue to be the guiding design principles for the design of the zone and ride mix.



Theme Zone Phase A – Kids Playce

Reference Images

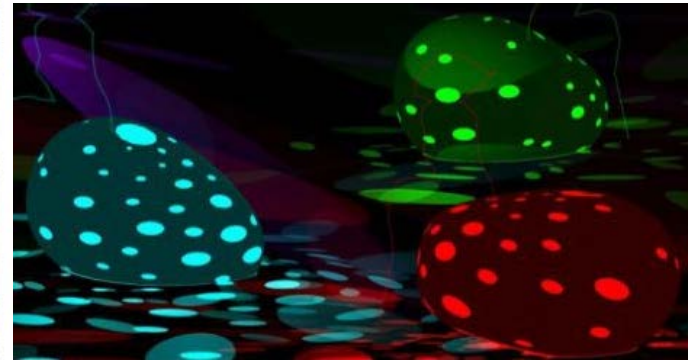






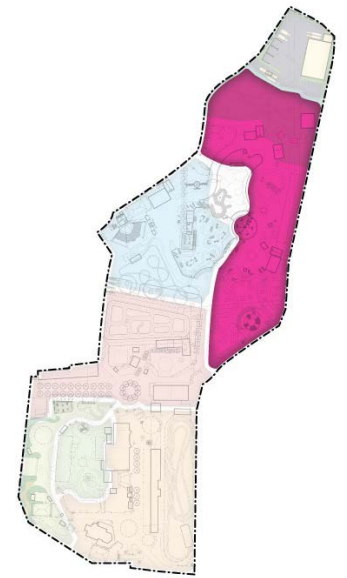


Theme Zone Phase A – Kids Playce

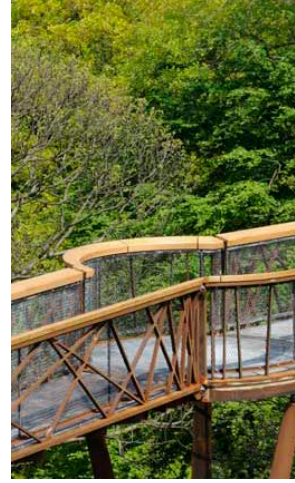
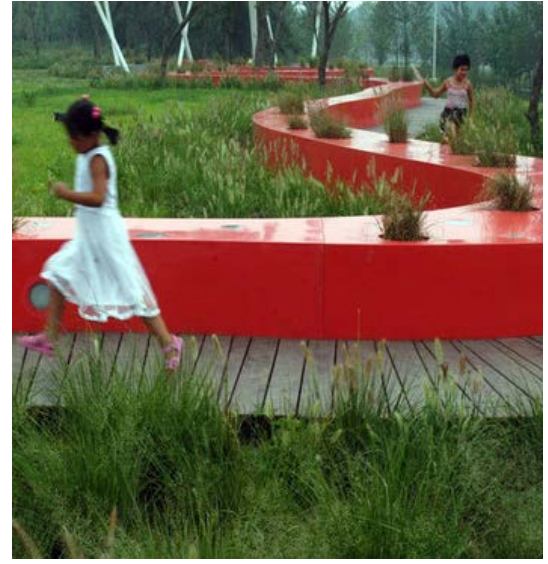
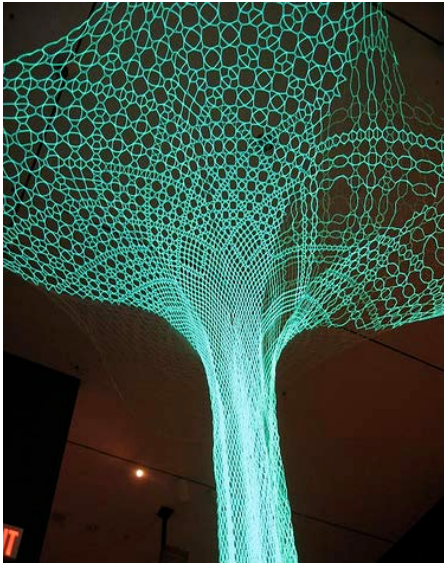


Theme Zone Phase B – Adventure Land

As the first of the **new zones** in the northern expansion area, this tree fort village adventure takes guests into a mysterious forest where thrills and excitement await in the tree tops. **Rides twist and turn through the forest canopy** while tree house inspired **bridges and platforms hang** from different levels. **A wild river ride** experience weaves along the forest floor as unique rock formations, small waterfalls and an **adventure ropes course** are integrated into the landscape. One of the key design considerations will be creating an environment where guests may experience, **learn** about and appreciate regional **ecological processes**, biodiversity and habitats.



Theme Zone Phase B – Adventure Land Reference Images







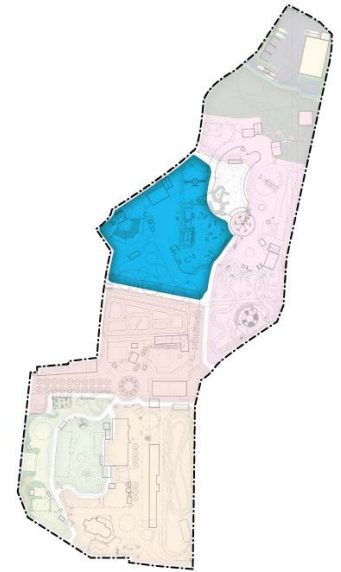


Theme Zone Phase B – Adventure Land



Theme Zone Phase B – Coastal Village

Celebrating B.C.'s rich **history of fisheries**, this coastal village sets the foundation for a unique themed experience. Guests will enjoy **water related rides** in an environment that tells the stories behind traditional fish harvesting methods, techniques, and the introduction of B.C.'s first canneries. Architectural elements such as **wood plank buildings** are inspired by historical references, while props with **fish nets, boats and fishing platforms** will enrich the landscape. The coastal village will be bustling with activity, show venue, rides, and boardwalk overlooking a **central lagoon**.



Theme Zone Phase B – Coastal Village

Reference Images







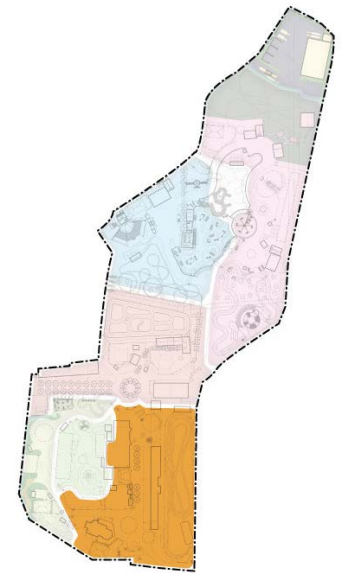


Theme Zone Phase B – Coastal Village



Theme Zone Phase A – The District

The elements in this zone will combine to create an **urban fabric created by its users**. A space dedicated to those who live to express themselves. **The District** will combine architectural elements of Vancouver's dockyards, metal panels, steel containers, and brick facades; an **industrial setting** not typically experienced by the average person. **Interactive entertainment** opportunities will be the primary attraction experience. Guests will move through the zone as if it was their personal space. Graffiti stations allow guests to express themselves through **graphic art** and **music** tablets connect them to other users to determine what kind of music is being played in the zone. Other attractions include urban rock wall climbing, laser tag, interactive **light shows**, midway games and a small concert venue. The District will truly be a zone defined by its users creating a community of individuals, each with a story to tell.



Public Space
Unique Self-Expression
Urban Core
Defined by its Users **Art**
Music
Personality Community



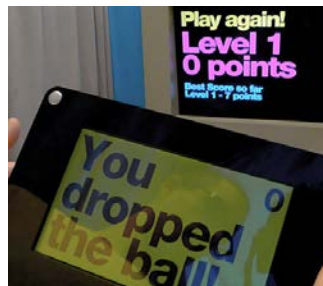
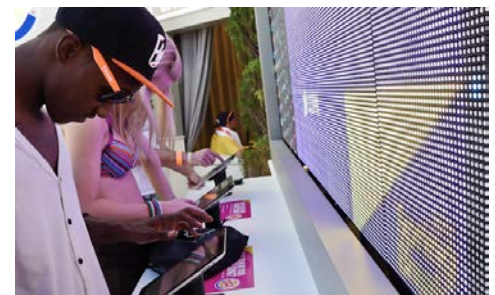
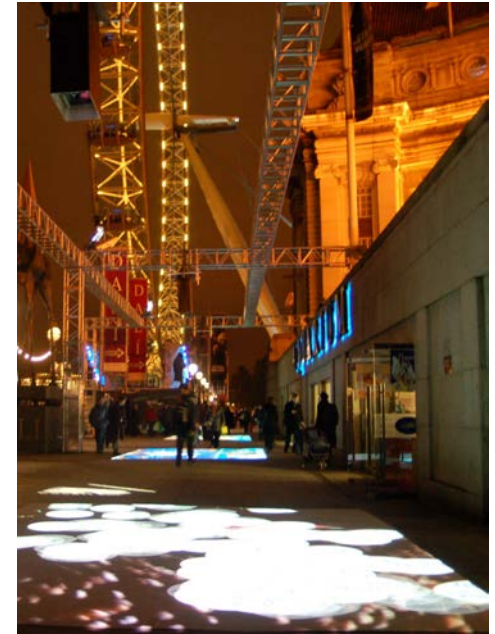




Concept Sketch



Concept Sketch



Local interactive media companies:

1. Media Merchants
2. Tangible Interactive
3. Aesthetic Studio

Cost Estimate



Illustrative Phasing Timeline

10 Year Plan **\$79** Million Investment
 Phase A **\$32** Million
 Phase B **\$47** Million

								Final Phase A: Costs							Final Phase B: Costs
Year	2013	2014	2015	2015	2015	2016	2016	2017	2017	2018	2019	2020	2021	2022	2022
Scope of Work/ Deliverable	Phase A Start: Design, Site/ Infrastructure, Greening, Rides	Phase A: Design, Site/ Infrastructure, Greening, Rides	Phase A: Rides	Phase A Opening	Phase B Start: Design, Site/ Infrastructure	Phase A: Rides	Phase B: Design, Site/ Infrastructure, Greening, Rides	Phase A: Complete	Phase B: Site/ Infrastructure, Greening, Rides	Phase B Opening	Phase B: Rides	Phase B: Rides	Phase B: Rides	Phase B: Rides	Phase B: Complete
Percentage of Phase	33%	50%	10%		16%	6%	30%	100%	36%		3%	4%	6%	5%	100%
Investment (Millions)	\$10.3	\$15.9	\$3.3		\$7.6	\$2.0	\$14.0	\$32	\$17.0		\$1.4	\$2.1	\$2.9	\$2.5	\$47